GENERAL MANAGEMENT ASSISTANCE CONTRACT (GMAC)

Contract No: 674-C-00-01-00051-00

Make a Connection Programmes
"Women in Science, Engineering & Technology"
Buffalo City Property Valuation Program"
SmartCity-Community Contact Project"

Grant number: 0150-0904-G-GA46

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Activity Summary and achievements:

Youth Development Trust (YDT) a South African implementer of the International Youth Foundation (IYF) global development programme, delivered a customized "Make a Connection Life Skills for Employability" programme for youth in urban areas. The Global Development Alliance (GDA) "Make a Connection" project has been a successful holistic employability and employment program in South Africa, focused on life skills development and acceleration of professional development. The programme targeted unemployed University and Technikon graduates who had been unemployed for at least 12 months since completion of studies. Upon completion of their studies graduates were either placed in full-time employment or internship programmes where they gather experience. The programme was successfully implemented in 3 provinces, namely, Gauteng, Limpopo and the North West. Based on the achievements of the project to date, YDT, under this USAID grant support, expanded its "Make a Connection Life Skills for Employability" programme to Buffalo City, in the Eastern Cape and Tshwane in Gauteng.

The programme was implemented with an integration of local government services in order to empower youths in contributing to local economic development, participatory and good governance at the city of local level, so that they are appropriately capacitated in sound delivery of municipal services and become active participants in local governance and develop ability to maximize business opportunities as well as enhancement of democracy.

The attached Final Report presents the program and its achievements in more detail.

Contents of this report:

1.   Final Report (May 2006)

Final Report
Make a Connection Programmes:

- **Women in Science, Engineering & Technology**
- **Buffalo City Property Valuation Program**
- **SmartCity – Community Contact Project**

May 2006

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Executive Summary

According to the Skills Development Planning Unit (SDPU) the South African economy continues to experience a shortage of skills in key economic sectors. The South African government has undertaken some short and long term measures to address the structural imbalances in the labour market. Some key decisions that have been taken by the government are to facilitate the placement of new entrants to the labour market through learnerships and internships, also to provide career guidance, and counselling of school leavers to assist them to pursue further studies in the fields that are relevant to the economy and lastly, to fast track the implementation of the Human Resources Strategy by all government departments.

The private sector through various initiatives and promulgated Acts, such as the Skills Development Act of 1998 and the Skills Development levies Act of 1999 have also placed emphasis on education and skills development. The imperative for change in South Africa's labour market is providing training, especially to African unemployed youth who are females to enhance their prospects of accessing the labour market and to increase the representation of African workers in certain high skilled occupations, to encourage mobility and promotion in the workplace.

Initiatives by **The Youth Development Trust** (YDT) among other organisations have proven to be driving youth development in the right direction.
YDT is a not-for-profit non-governmental organization founded in 1987, whose focus has shifted significantly towards direct project implementation and strategic alignment to the youth as program beneficiaries.

The YDT mobilizes various resources, tools and platforms that add value towards the socio-economic emancipation of youth through, sustainable youth employability and entrepreneurial programs. To this end, the YDT works with individuals, other NGOs, the Corporate Sector, Government, Multi-national organizations, and other stakeholders who share the same vision and collaborate on the base of the common goal(s) to build positive future prospects for youth. Programmes identified and supported by YDT are comprehensive and address the needs of the youth in general. YDT looks to programmes aimed at preventing problems from occurring and at promoting the potential of young people to serve as positive change agents within the society.

The **Make A Connection** (MAC) programme is an international initiative by the International Youth Foundation (IYF) and Nokia. It is a global multi-year initiative aimed at promoting positive youth development by giving young people an opportunity to make a connection to their communities, families, peers and to themselves. The programme improves young people's educational opportunities, teaches them life skills and helps them to make a positive contribution to their societies. The YDT implements the programme in SA and also facilitates internships and job placements for graduates trained in three of its subsidiary programmes:
The MAC **Women in Science & Engineering Programme** is a 3 month interactive and experiential employability and entrepreneurship programme, designed to equip unemployed female graduates with a Science, Engineering or Technology qualification with the necessary behavioural, technical and other skills and competencies which will allow them to participate in South Africa's economy, either as employees or business owners. The **Buffalo City Property Valuation** was an attempt by the YDT to partner local government in expediting service delivery and achieving key objectives of government through youth participation in industries that

were initially the preserve of the white population. ***SmartCity*** is a unique technology and business development initiative based in Tshwane (formerly Pretoria), South Africa. Its initial goal is the creation of a sustainable, technology-driven start-up business, in partnership with the City of Tshwane Metropolitan Municipality, to deliver a range of useful messaging services – both SMS and email - to all its communities and citizens. All three programmes were funded by the United   **States Agency for International Development** (USAID).

Section 1: Introduction

1.1   Background

According to the Skills Development Planning Unit (SDPU), the South African economy continues to experience a shortage of skills in key economic sectors such as Agriculture, IT and the Sciences. In order to address this challenge the South African government has undertaken some short term and long term measures to address the structural imbalances in the labour market.

Some key decisions have been taken by the government, to facilitate the placement of new entrants to the labour market through learnerships and internships, also to provide career guidance, and counselling of school leavers to assist them to pursue further studies in the fields relevant to the economy and to fast track the implementation of the Human Resources Strategy by all government department. The private sector through various initiatives and promulgated Acts, such as the Skills Development Act of 1998 and the Skills Development levies Act of 1999 have also placed emphasis on education and skills development.

The imperative for change in South Africa's labour market is providing training, especially to African unemployed youth who are female to enhance their prospects of accessing the labour market and to increase the representation of African workers in certain high skilled occupations to encourage mobility and promotion in the workplace.

The education and training sector and labour market have placed a significant focus on the plight of the unemployed youth. As a result of this focus a number of programmes and policies designed to give young people a sense of direction and focus about their future and increase their access to opportunities have been established.

It is critical for the sustainable development of young people in this country that these programmes and policies geared at young people continuously improve their services and products as a mechanism to ensure that the youth are being equipped with the relevant and necessary tools.

Initiatives by the YDT, amongst others, have proven to be driving youth development in the right direction. Providing vocational training, skills transfer life skills training, business training to young people has proven to a valuable life altering resource. However the labour market needs to respond by providing employment and decreasing the skills shortage we so often hear about. The financial sector needs to respond by providing funding to solid business initiatives and growing the entrepreneurial drive government departments speak of.

1.2 Youth Development Trust

I think instead of having these two titles, namely; Youth Development Trust and Make a Connection. We can have (1) Objectives of these 3 programmes and (2) Implementation plan. I will also draft something after the function tonight.

The Youth Development Trust (YDT) is a not-for-profit non-governmental organization founded in 1987 as the Human Resources Trust (HRT). HRT's aim was to channel international donor funds to local development organizations. Its evolution over time entailed experience in grant and program management, and a thorough knowledge of the South African development sector. The HRT Strategic Objectives in enhancing capacity of development organizations is articulated in four clearly defined Goals:

- Enhanced Capacity for Advocacy and self-expression
- Enhanced capacity for long-term sustainability
- Enhanced ability to articulate measurable effectiveness and to replicate good practices
- Enhanced Resource mobilizing strategies, technology and expertise

With changes in the development sector and an increasing need to respond directly to the plight of youth in South Africa, the Human Resources Trust became the Youth Development Trust in 1996. Whilst the YDT builds on the Strategic Objectives and Goals of the HRT, the focus has shifted significantly towards direct project implementation and strategic alignment to the youth as our program beneficiaries.

The YDT mobilizes various resources, tools and platforms that add value towards the socio-economic emancipation of youth through sustainable youth employability and entrepreneurial programs. To this end the YDT works with individuals, other NGOs, the Corporate Sector, Government, Multi-national organizations, and other stakeholders who share the same vision and collaborate on the base of the common goal(s) to build positive future prospects for youth.

YDT's vision is to be the dynamic youth organization that enhances sustainable employability and entrepreneurial flair of young people in Southern Africa, and its mission is to offer technical support and mobilize resources for young men and women to pro-actively participate in the socio-economic revival of Southern Africa.

In implementing its mandate, the YDT focuses on key economic activity areas, referred to as dynamic industries, viz.

- Tourism and Hospitality
- Mining and Construction
- Information and Communications Technology
- Financial Services
- Property
- Agribusiness

Programmes identified and supported by YDT are comprehensive and address the needs of the "whole" youth. YDT looks to programmes aimed at preventing problems from occurring and at promoting the potential of young people to serve as positive change agents within the society.

1.3   Make A Connection Programme

The Make A Connection (MAC) programme is an international initiative by the International Youth Foundation (IYF) and Nokia. It is a global multi-year initiative aimed at promoting positive youth development by giving young people an opportunity to make a connection to their communities, families, peers and to themselves. The programme improves young people's educational opportunities, teaches them life skills and helps them to make a positive contribution to their societies.

In South Africa, the programme aims to bridge the gap between education and labour. The programme is a completely subsidized three-month course and provides integrated and holistic accelerated development for graduates such that they have enhanced opportunities to realize their economic potential as employed knowledge workers and/or professionals in the formal economy or as self employed entrepreneurs with the potential to create jobs for themselves. The YDT implements the programme in SA and also facilitates internships and job placements for graduates so trained. Of the 402 graduates who have been trained on the programme more than 65% are now in full-time employment or in long-term internships, Learnership programmes and/or self-employment or engaged in community service. The Make a Connection programme operates in the North West, Limpopo and Gauteng provinces and is intended to be piloted at a University in the Eastern Cape Province as well as at a secondary school in Soweto. USAID has also expressed interest in expanding the programme into Malawi, Mozambique and Rwanda.

The programme is country-specific and replicable, as evidenced through the South African version of late, which has been customized to include such components as Tourism & Hospitality, Unemployed Females Graduates in Science and Technology, respectively.

Previously YDT provided Life Skills, Entrepreneurial Skills and Information, Communication and Technologies (ICT) training, recruiting young graduates with different qualifications. However, to meet a target of 75% placement rate, YDT has had to change their strategy and focus on fast growing sectors in the country such as Tourism, and Science, Engineering and Technology.

Twenty-five participants in four provinces (Gauteng, Limpopo, North West and Eastern Cape) are trained. The intensive life-skills programme is run over a 3-month period on a full-time basis, after which placements in either temporary, part-time or full-time jobs or internships are facilitated, where possible.

Section 2: The Three MAC Training Programmes

2.1   Women in Science, Engineering & Technology (SET) Programme

The Women in Science, Engineering & Technology (SET) programme, also referred to as *WIST*, by certain service providers and role players. This is a 3 month interactive and experiential employability and entrepreneurship programme, designed to equip unemployed female graduates with a Science, Engineering or Technology

qualification with the necessary behavioural, technical and other skills and competencies which will allow them to participate in South Africa's economy, either as employees or business owners. The graduates started training on February 20, 2006 and the programme was completed on May 09, 2006.

The MAC Women in Science, Engineering & Technology Programme aims to ensure that participants become gainfully employed or start their own businesses, displaying the skills acquired during the programme and from their institutions in optimizing their performance in the world of work or the world of business.

The core objective of the programme is to expose graduates, mainly from previously disadvantaged Institutions of Higher Learning, to competencies expected of them in the work place or business environment. The programme's other objective is to expose graduates to opportunities in their industry which previously they may not have been able to access.

The outcomes of the programme are to:

- Train participants in Life Skills, Business & Entrepreneurial skills and Work Readiness Skills
- Ensure 60% gainful employment within four months after graduation
- Ensure that one business is operating within 12 months after graduation

Service Providers

YDT elected *Enele Consulting* as training providers for the Gauteng February 2006 intake of MAC trainees for the following main reasons.

Enele Consulting:

- Is a Human Capital Development consultancy, which provides research, training & development and recruitment services in the Science, Engineering and Technology sector.
- Has been an active participant in discussions on human capital development within the African labour market
- Works closely with organisations such the SAC division of the CSIR in developing their human capital through succession plans, internship programmes, work readiness programmes and assessments
- Has been in dialogue with the drivers and key stakeholders of the Space Programme pertaining to issues of human capital development, which South Africa is embarking on
- Provides training and recruitment support to graduates both employed and unemployed, in the quest to see all South Africans gainfully employed and skilled
- Met with the YDT team to explore ways in which Enele could be of value add to the MAC programme. After a number of discussions pertaining to Enele's focus on the SET sector and the YDT's mandate and objectives, a programme geared at unemployed graduates within SET sector was conceptualized.

Nature of training

The programme covers Life Skills, Business and Entrepreneurial Skills and Work Readiness Skills. Graduates are also expected to initiate Outreach Programmes and participate in Job Shadowing and Business Operation shadowing activities.

A decision was made to merge groups and have all delegates participate in the business/ entrepreneurial programme as well as the work readiness programme. The reason for the merger was that only one delegate was interested in going through the business modules rather than work readiness. The others prioritized gaining employability skills and being gainfully employed before starting a business.

Three core Programmes were covered during the project and the modules are listed below:

Life Skills

- Induction and Learning Styles
- Personal Mastery
- Emotional Intelligence and Assertiveness

- Field Trip: SatCom Expo
- Guest Speaker (successful Entrepreneur from London ; founder of LornBase Limited a Technology Solution Company)
- Diversity
- Teaming and Communication
- Presentation Skills
- Financial Life Skills
- Project Management x 2 days
- Health Matters and Women in the Workplace

Business Skills
- Induction and what is an Entrepreneurship
- Interpersonal Skills in Business
- Introduction to Marketing
- Customer Service
- Introduction to Sales
- Strategic planning and drawing a Business Plans
- Finance for entrepreneurs
- Business Simulation x2
- Entrepreneurial Law

Work Readiness Programme
- Induction : Understanding the World of Work
- Recruitment and Selection: Legal Requirements
- Emotional Intelligence in Recruitment and Selection
- Stress Management
- Matching people with Jobs: assessments and measurements
- What is a STAR
- Competency Based Interviewing
- Image, Grooming and Business Etiquette
- Perfect CV
- Articulation : written and verbal

Outreach Programmes
The objective of Outreach Programmes is to:
- Internalize all the lessons learned by delivering similar content to others
- Build projects, work as teams, and evaluate your input
- Assess report writing skills, project management skills, team work, communication and presentations
- Emphasize the importance of giving back "volunteering"

Requirements
- Select a school or a community based organization
- Decide on the type of module or activity you are going to provide
- It may be a sports events, a workshop, discussion forums, Q&A sessions
- Decide on time frames that you need and agree with he internal person you are dealing with
- Put a plan together with the relevant stakeholders (activity, times, topics etc)
- Execute
- Compile a Report
- Forward Report to Life Skills facilitator

The Outreach Programmes were extremely successful. Delegates had 10 days to initiate and implement their projects and prepare a formal PowerPoint Presentation on their programme. Delegates had a great time and the skills and knowledge

acquired during training were reflected in their projects. Delegates conducted projects such as:

- Raising funds for a disadvantaged crèche
- Giving talks at schools, youth centres and sports clubs
- Delivering some components of life skills training at churches
- Follow up sessions after the cut of date
- Commitment to more projects through the year

The presentations were a clear indication of the time planning and effort exerted on the projects, and displayed a great internalisation of the presentation skills module covered.

Placement after Training

- **Presentation by Lornbase Ltd** – Lornbase Ltd is interested in finding opportunities in the organization for at least 10 graduates from the programme
- **Employer's Forum** took place from the 02nd May until 09th May. At least 3 companies per day were scheduled to listen to graduates' presentations. Nine (9) companies were approached, namely; CSIR, SAB, Arivia.com, IBM, DataCentric, SITA, The Department of Science and Technology, The Department of Communication and GSIC. One-on-one meeting were also scheduled with other appropriate companies.
- All participants **CV's has been reformatted** with the assistance of Enele Consulting for purposes of maximizing their employability. All CV's have been forwarded to organisations such as the CSIR, Lechabile, Arivia, SAB, Palfinger Southern Africa and SITA. Three organizations have returned with positive feedback and we are still awaiting feedback from the others.
- In an environment as competitive as Science, Engineering and Technology, delegates need to understand even before searching for employment the level of technical and behavioural competencies required of them in this environment, should their desire be to access quality opportunities in the industry. **Job Shadowing** provides for that exposure, and 6 graduated have already started their exercise at Lechabile, one of the leading black owned IT companies in the country. 4 graduates with Science qualifications started on the 15 May 2006 at Hersol Laboratories and the other graduates are at the new Meraka offices. Job shadowing opportunity is also a screening method for some of the organizations, who may employ the delegates should they display the desires attitude.

2.2   Buffalo City, Property Valuation Programme

The Property Valuation project in East London is another attempt by the YDT to partner local government in expediting service delivery and achieving key objectives of government through youth participation in industries that were initially the preserve of the white population. Through this Programme 20 unemployed graduates in the Buffalo City Municipality are being trained and will be placed in an internship with the Municipal government for at least 12 months. Upon completion of the internship the graduates will be ready and connected to business, insurance companies, local government and other individuals that require property valuation services. The YDT intends to assist this group of graduates to form a sustainable property valuation company through their Business Development Unit.

Initially (20) participants were recruited with an aim to create a bigger pool for the Buffalo City Municipality's Property Valuation Division to choose from, However, 4 of the participants have left due to job placements leaving only 16 participants still continuing with the programme.

It is the understanding of the Leadership Development Institute (Service Providers of this programme) that the primary aim of the programme is to identify 8 interns out of this group to groom and fast track towards a career in property valuation, and this outcome has not been achieved as yet, and we hope that it will certainly be realized toward the end of the 3 months period that this course is to take.

An outcome that we believe has been achieved, though it is of secondary importance, is that of being able to take these participants to a level where they have grown to an extent of being employable else where, as we have seen in the 4 participants that have been placed in jobs already.

Service Providers

The **Leadership Development Institute** (formerly the Johnson & Johnson Leadership Development Institute) was originally established on the East London Campus of Rhodes University in 1988. From its inception until 1995, the LDI's primary focus was centred on a number of social action projects such as: Junior Rugby Development, Academic Support Programmes, Fine and Performing Arts programmes, Tennis development and a Junior Leadership Development Programme.

In addition to its research activities, the Institute offers a variety of university accredited, and non-accredited, courses in leadership development, such as the Industrial Leadership Development Programme and the recently launched Management Development Programme.

In the mid 1990's the Institute's focus shifted towards addressing the imbalance of skills in the workplace environment and a series of highly innovative and internationally recognized transformational leadership programmes were designed in order to address the new challenges facing a Democratic South Africa. In addition to this a number of skills development programmes were developed which offer clients a unique learning experience.

Nature of training

In this project, the plan was to train graduates on Property Valuation, but unfortunately the training we were proposing was not recognised by the South African Valuators Association. They needed at least 4 years of training. We therefore implemented only the first phase of the project, which is training them on Life skills, Entrepreneurship and ICTs.

The following schedule has been included, indicating the courses provided, as well as the dates on which these took place:

No.	MODULE	DURATION	DATES
1	Orientation & Teambuilding	1 day (8hrs)	Tues 3 May
2	Business Ideas	1 day (8hrs)	Wed 4 May
3	Leadership	1 day (8hrs)	Wed 5 May
4	Teamwork	1 day (8hrs)	Thurs 6 May

5	Financial Management	7 days (56 hrs)	Mon 9, 10, 11, 12, 13,16 & 17 May
6	Basic Windows	1 day (8hrs)	Wed 18 May
7	Basic Word	1 day (8hrs)	Mon 23 May
8	Marketing	2 days (16hrs)	Wed 25 & Thurs 26 May
9	Basic Excel	1 day (8hrs)	Mon 30 May
10	Public Service	2 days (16hrs)	Wed 1 & Thurs 2 June
11	ICT – Communication Tools	1 day (8hrs)	Fri 3 June
12	Basic PowerPoint	1 day (8hrs)	Mon 6 June
13	ICT - Presentations	1 day (8hrs)	Fri 10 June
14	Internet/Email	1 day (8hrs)	Mon 13 June
15	Conflict Resolution	1 day (8hrs)	Wed 15 June
16	Basic Web Design	1 day (8hrs)	Mon 20 & Tues 21 June
17	Communication Skills	2 days (16hrs)	Mon 27 & Tues 28 June
18	Presentation Skills	1 day (8hrs)	Wed 29 June
19	Project Management	5 days (40hrs)	Mon 4 – Fri 8 July
20	Basic MS Project	2 days (16hrs)	Tues 12 & Wed 13 July
21	Strategy	2 days (16hrs)	Mon 18 & Tues 19 July
22	Production Management	3 days (24hrs)	Wed 20 – Fri 22 July
23	Wrap- up Session	0.5 day (4hrs)	Mon 25 July

It is no exaggeration to say that learners had a wonderful time consolidating theory with practice, by engaging in practical experiences, including visiting a manufacturing site as part of the production management module. To add to this high note was their practical exercise in executing a project during the Project Management module. The learners had to use a lot of skills they had learnt in all the theory, from handling group conflict, identifying each other's strengths and delegating, as well as interacting with the local business community stakeholders in order to research and execute a given task and work towards a common goal.

Placement after Training
Out of an original number of 20 participants, 13 participants have secured employment as interns. The following is a breakdown of their allocation:

Name of learner	Organisation (Placement)
Thando Cuntu	Burmeisters Retail Outlet
Mkuseli Ntabeni	Fabkomp (Pty) Ltd
Anele Kobeni	Fabkomp (Pty) Ltd
Nomfuneko Dama	Fabkomp (Pty) Ltd
Lusanda Mteto	Great Kei Municipality
Makhisizwe Tini	Eastern Cape Technikon
Lwandile Hoza	Eastern Cape Tourism Board
Tembela Xabanisa	Leadership Development Institute – August to December 2005 Buffalo City Municipality - current
Thandeka Fumba	Buffalo City Municipality
Viwe Jongizulu	Buffalo City Municipality
Mandlakazi Dyalom	Buffalo City Municipality
Amanda Rweqe	Buffalo City Municipality
Noluthando Nako	Danbury Belts
Siyabonga Nzimela	Danbury Belts

The Buffalo City Municipality and the Youth Development Trust are currently working at a plan to place the remaining six (6) students, namely Samela Dibela, Lutando Magele, Tsepo Ncedo, Nosiphiwo Mbonda, Ndileka Delo and Sanuse Mahlat, at the Municipality as interns as per the original agreement.

2.3   SmartCity – Community Contact Project

The SmartCity initiative is part of the YDT's strategy to engage, partner and enhance service delivery at the Local Government level. SmartCity is a unique technology and business development initiative based in Tshwane (formerly Pretoria), South Africa. Its initial goal is the creation of a sustainable, technology-driven start-up business, in partnership with the City of Tshwane Metropolitan Municipality, to deliver a range of useful messaging services – both SMS and email - to all its communities and citizens. SmartCity is also a blueprint: combining training, mentorship and Open Source software technology into a scalable process that can be used to develop similar start-up businesses in other centres/ Municipalities in SA.
SmartCity began in March 2005 with the selection of an initial group of twenty unemployed graduates for a three month initial training and evaluation cycle.

Service Providers

The SmartCity project was initiated through interactions with the Finnish Embassy, United States Agency for International Development and initial discussions with the City of Tshwane Metropolitan Municipality (responsible for infrastructural support

and, ultimately, the business driver as the first client for services offered by SmartCity), in particular the Special Projects and Local Economic Development Divisions. From these discussions it became obvious that two more strategic players were needed to conclude the project conception and map out project implementation:

- *The Innovation Hub* is South Africa's first true science park that houses established technology-related businesses and offers structured Business Incubator programmes for start-up companies. The Innovation Hub currently offers training venue for the project and will offer Pre-Incubation, Incubation and Associate Status to the participants that will make it to the business establishment level.
- *Khanyisa Real Systems (KRS)* is an established ICT company with a background in project management and application of Open Source software technology in large scale systems. KRS currently offer the advanced ICT training and advice on the project, and will be the major player in negotiating and implementing the technology solution for the project.

YDT assumed overall responsibility for coordinating these activities, with a focus on monitoring of the various tracks and progress/audit reporting to funders. In addition to the business support functions YDT were to take on marketing and advocacy roles to promote the SmartCity concept to the widest audience.

Nature of Training

Courses were held in the newly-opened Innovation Centre building on the Innovation Hub campus outside Tshwane. Trainers from the Youth Development Trust presented courseware building on the YDT's successful MAC program: practical business, entrepreneurial and life skills material as a background for running their own start-up businesses. Khanyisa Real Systems delivered an original set of ICT foundation courses based entirely on Free and Open Source Software. Beginning with hands-on exercises with the Open Office suite: (documents, spreadsheets and presentations), the students moved on to database fundamentals using MySQL and an introduction to Internet and web technology.

Pre-Incubation Program at the Innovation Hub

On completion of initial training, two graduates were to be chosen to enter the Maxum Business Pre-incubation program at the Innovation Hub; selected on the basis of their energy, leadership and business potential, from the first-round of trainees and possible outstanding second-phase applicants. These two graduates worked with four other graduates based in a house provided by the CTMM in Tshwane. Pre-incubation is a six-month support period to equip entrepreneurs, specifically those from previously disadvantaged communities, to turn their business ideas into viable business propositions. The fledgling entrepreneurs participate in a variety of management training modules, and are mentored to produce the all-important business plans that will define the future activities of the SmartCity start-up.

- Establishment of SmartCity premises and operational infrastructure
- Development of Open Source Software Platform
- Advanced training – database and systems administration

Infrastructure Track

The CTMM committed to make available a house in Sunnyside (Suburb in Tshwane) which served as an operational base for the SmartCity start-up. During the first months of Work Package Two, YDT's Business Development Unit (BDU) supervised

the minimum-cost refurbishment and equipping of these premises to basic, functional office standards. During the remainder of the Work Package, experienced YDT/BDU staff members continued to provide hands-on coaching in the running of SmartCity, including co-ordinating the planning activities of the Pre-Incubation track with the day-to-day operations of the business.

Systems Development Track

The primary deliverable for this track is the software platform to provide secure, scalable SMS and email message switching. A team of experienced software engineers from KRS would oversee the technical project management and tackle core development tasks. The system is entirely based on Open Source software components, including:

- Tomcat server for web services and user facilities
- Jboss application server and management facilities
- Hibernate for vendor-independent database interfacing
- MySQL/MaxDB or Firebird database storage

All software developed for the SmartCity was licensed to YDT under suitable non-commercial terms so that it can freely be re-used for future SmartCity projects. Following established best practices, this track was organised as a series of incremental delivery cycles, beginning with use cases, detailed business process definition and design tasks, that focused on:

- The interface to Tshwane Metro systems and ICT staff. This is a critical area – defining the message types and data flows on which to base services that are both useful and sustainable.
- A gateway for high-volume SMS message delivery to the cellular telephone networks. This is not just a technology issue – minimizing per-message costs is central to the financial viability of SmartCity.

Advanced Training Track

A selected group of SmartCity graduates was assigned to administrative and technical support roles on the emerging system. This included responsibilities for database administration, networking, security and support of development and test cycles. KRS managed the overall skills development of these technical staffers, using both established third party Linux courses, and ongoing practical training in the Open Source tools that make up the SmartCity software platform.

Section 3: In Conclusion

3.1   Nature of Support after Training

- The first **Alumni workshop** was held on the 18th March 2006. More than 60 MAC Graduates were invited, but only 20 attended. The main topic discussed was *How to Attract and What to Offer MAC Graduates in the Association.* It was concluded that, YDT need to address the following:

- Offering life skills to the employed MAC Graduates in order to sustain their jobs
- MAC Graduates who are employed are to possibly assist those who are still looking, by notifying them of position available in their companies
- Many Graduates are interested in forming their own businesses after acquiring work experience. The YDT *Business Development Unit* needs to be involved, assessing the needs of the Graduates and ensuring that they are assisted accordingly.
- HR Agencies will need to be approached to assist those Graduates who are still unemployed.
- Unemployed Graduates can be involved as volunteers in community outreach projects or organizing events e.g. inductions, graduations or employer forum events. This will help them to continuously sharpen their life and communication skills, as well as develop their CV's.

Next Alumni Association workshop was planned for the 22 April 2006, but unfortunately it was postponed to the 10 June 2006.

- The **Alumni Newsletter** is scheduled to be distributed during the youth month, June 2006. A draft comprises of the following topics;
  - Minutes, or reports of the previous Alumni workshops
  - Graduates in the business environment
    - *Something Fishy*, Johannesburg
    - *The Platinum Dish*, Rustenburg, North West
    - *Sunshine Graphic Designers*, Pretoria
  - Dealing with unemployment – MAC Graduates
  - Community Outreach Projects
  - Upcoming events
  - Comments / Acknowledgements

- **Coaching** is a long term commitment to accelerating skills development.
  - One-on-one exercises, where coach and "coachee" unpack the coachee's development areas.
  - It is impossible to coach on techniques of job hunting and interviewing without ensuring that the other arms of success balanced.
  - By far, more than any other activity, these sessions have been the most revelatory about individuals unique needs, challenges, strengths and weaknesses.
  - Delegates have commented this has been the most effective intervention for their own personal growth.
  - Unfortunately time constraints have prevented sufficient coaching sessions – these must be renegotiated in future.

3.2 General Challenges

- One of the main constraints while implementing SmartCity and Buffalo City Property Evaluation projects, is that the process was partly dependant on other partners not only on YDT.
- Working with local government can be very challenging because there is certain government protocol that needs to be followed and this can cause enormous delays. There are only specific people in government that can make decisions and when these people are unavailable there is a deadlock in the implementation.

- Another problem when working with external partners is that they do not always understand the urgency of the timeframes and deadlines of the programme.
- There were specific constraints around working in the Eastern Cape because of the distance. It has been very challenging administering the logistics of the programme from Johannesburg.
- During the past two years the programme experienced few challenges such as revival of the Alumni Association, exit strategy and marketing aspect of the programme. This year many of these challenges have been addressed and YDT has made very good changes which promise to take the MAC programmes to a higher level and be able to meet its objectives and get the exposure it deserves.

Recruitment

- Some potential participants were grossly underemployed, yet due to economic constraints, had to stay in those positions.
- Tertiary Institutions were reluctant to provide lists and details of potential participants for security reasons.
- Many participants did not meet the exit strategy requirement designed to increase programme success.
- The stipend provided is unable to cover transportation cost of participants that live too far, e.g. in Pretoria.

Training

- Communication breakdown occurred at times between YDT and other stakeholders. This is not unusual when such intensive programmes commence and this challenge was resolved as programmes continued.
- Graduates were late for sessions at times, which is not unusual when they use public transport, and especially when they come from out of town.
- Managing the expectation that some graduates have, of walking into a job soon after programme completion.
- Securing opportunities quickly for graduates who live outside the region of Gauteng, as some delegates cannot afford to stay in Johannesburg for longer.
- Some graduates dropped out of the programme, owing to employment elsewhere or personal reasons.
- There is a need to keep the participants motivated and hopeful about the benefits of being involved in such programmes, and also to create an opportunity for others to come into the programme and reap the benefits.

Service Providers

- Breakdown in administrative systems, during the change of leadership and employee structures within the organisation.
  - YDT has undergone a stressful change during the last year, bringing with it the challenges of altered reporting structures, programme coordinators, etc.
  - These challenges are being addressed to ensure that YDT (among other organisations) continues to drive youth development in South Africa in the right direction.

3.3 Graduates' General Feedback

- *"It is a pity that I am not yet employed. Otherwise I feel that most people working at the moment would benefit greatly from this course"* **(Makhisizwe Tini, 27 yrs, East London).**
- *"So far it's much developing me into being the best. Yes, it's got the relevant information for both workplace and what one really wants to do"* **(Lwandile Hoza, 22yrs, East London).**
- *" This is a very important course and I feel a lot of managers and leaders out there need it, but I am not sure if they are aware that there is such a course that would benefit them*" **(Ntomboyise Nyikana, 28yrs, East London).**

Feedback is based on YDT weekly evaluation forms for each programme, as well as conducted focus group discussions with graduates as the programmes have ended, and is summarised as follows:

- **Impact of Training**
    - o Initially when the programme started, few graduates (only one delegate in the WIST Programme) were interested in starting their own businesses shortly after training. However since the course has come to an end, approximately 50% of the graduates have decided that operating a business is something they would consider pursuing after the course and after a period of employment.
    - o YDT through the Business Develop Unit will provide assistance to delegates in their pursuit of business ventures.

- **Facilitators**
    - o Delegates found the facilitators to be experienced, knowledgeable and entertaining.
    - o The initial fear of being trained by subject matter experts was dissolved as all sessions were delivered to suit the comprehension levels of all participants.

- **Course Content**

    - o Generally, participants found that the courses were relevant and easily articulated.
    - o Some specialized programmes such as finance, project management and community outreach projects were rated extremely good and made a strong impact.

3.4 General Recommendations

- Screening of selected participants should include more about their current situations
- More focus and time should be allocated to one-on-one coaching – training could be minimised to three days a week and coaching allocated to the other days.
- Groups must be screened with a clear intent of either starting a business or seeking employment, and PR should clearly reflect this distinction.
- It is vital to continue to seek innovative ways to accelerate the rate of entry of previously disadvantaged youths into employment situations, including running own businesses.